WJTSC
Master Issue Deck

As of: 17 Oct 06

Joint Training Currency

Issue 04-001: Joint Training Currency**.** No process for maintaining currency of joint training

Discussion: Today's staff officer faces an unprecedented rate of change across the political-military environment. Training programs must dynamically update to maintain currency and relevance. The integration of these processes and systems is ad hoc…leaving individual joint staff officer preparation trailing the needs of the field.

Endstate: Joint training programs systematically update their learning objectives and courses to keep up with the rapidly changing pol-mil environment. A Joint Learning Continuum is established to sustain preparation and competence throughout a professional career.

POA&M: JS, J7 meet with trainers to develop a process to rapidly update joint training courses. Joint Learning Continuum study ongoing by JS J7. Joint Officer Management (JOM) process determining joint training requirements for joint officer qualification levels.

OPRs: Joint Staff J7; OCR : JKO/DC

NOV 06
TBD
MAR 07
SEP 07
JOM WG Developing requirements For joint Officer Qualifications
Learning Continuum Report Delivered
Results Briefed at WJTSC 07-1
Required courses Updated; process In place to ensure currency

Collaboration Tools

Issue 04-002: Need to standardize collaboration tools (IWS vs DCTS). Collaboration required for T2 cannot be effectively executed with tools that are not interoperable.

Discussion: JS using one collaboration tool and COCOMs using a different tool that are not interoperable.

Endstate: Interoperable training collaboration tools.

POA&M:

OPR: Joint Staff J7 JTPB ICW OASD (NII)

OPR: Please fill in milestone information using guidance in Backup Chart.

Testing & Experimentation in Joint Training

Issue 04-003: Lack of common DoD-wide process for incorporation of testing and experimentation in joint training. DOT&E forced to engage multiple COCOM's to search for venues. Testing & experimentation short-notice insertions are disruptive to COCOM exercise planning.

Discussion: OSD Training & Testing Steering Group is seeking to embed test activity in training to test with appropriate joint context as tasked within SPG 06. JFCOM, as the joint force integrator and experimenter, also requires the training environment to assess capabilities such as DJC2, Blue Force Tracking and SJFHQ. The need for joint context and resource limitations require some test and prototyping activity in training. JFCOM has developed a manual that outlines the process the test and experimentation community will use for integrating into JFCOM sponsored and supported training. JFCOM could serve as "one stop shop" for DOT&E and experimentation community for integration into training.

End state: Common policy for incorporating test/experimentation activity in training

POA&M: Technical interchange between JS J-7 divisions and JFCOM Oct 06 to define the process and determine which associated publications/directives require revision.

OPR: JFCOM J7; OCR: OSD (DOT&E, AT&L, OFT, P&R), JS J7 JETCD, COCOM's, CSA's, Services

OCT 06
MAR 07
MAY 07
SEP 07
Technical interchange JETCD, JEXD, JTD, JFCOM J9
JETA process integrates with Exercise Synch meeting
Appropriate changes made to JTP&G and/or JTM.

DCCEP Process

Issue 04-004: Reduce/streamline the Developing Countries Combined Exercise Program (DCCEP) process.

Discussion: Combatant Commands submit a two-year DCCEP plan through JS-J7 to OSD annually NLT 31 March via msg (forty to fifty pages). OSD approval is historically received in Aug/Sep timeframe via msg. Approval for Out of Cycle (emerging, mission critical) requirements are submitted through the same lengthy process and many times, approval is not received on time. The current process requires extensive man hours for USSOUTHCOM, Service Components and MILGPs. Additionally, it hinders the commanders flexibility and ability to support mission critical, short fused, emerging requirements.

End state: DCCEP procedures are outlined in Title 10, US Code, Section 2010. DCCEP funds must be approved by the SecDef in accordance with federal law. The funds are allocated from the COCOM executive agents. DCCEP and DCCEP Out-of-Cycle request procedures are managed by OSD and are as streamlined as federal (Title 10) law allows.

POA&M:

OPR: Please fill in milestone information using guidance in Backup Chart.

Joint Staff Officer Training

Issue 06-001: COCOM / Component / JTF Staff Training. A majority of permanent and individual augmentee personnel are unprepared upon arrival to assume joint staff duties.

Discussion: Need for basic joint training, to include Interagency Operations, for personnel assigned to Joint staffs. Potential solutions may include JPME I/II, interim use of Web Based Training (JTF 101), resource specific training AO course (indoc) and job-specific training.

End state: Comprehensive Joint Individual Learning Continuum meets joint training requirements for all individuals assigned to Joint billets prior to joint duty assignment through combination of education, training and self-development.

POA&M: Aggressive development and distribution of web-based courseware followed by USCENTCOM and other COCOM specific instruction provided by nascent Training Branch. JKDDC JMO has this for action in the Program Execution Plan. Recommended milestones include:

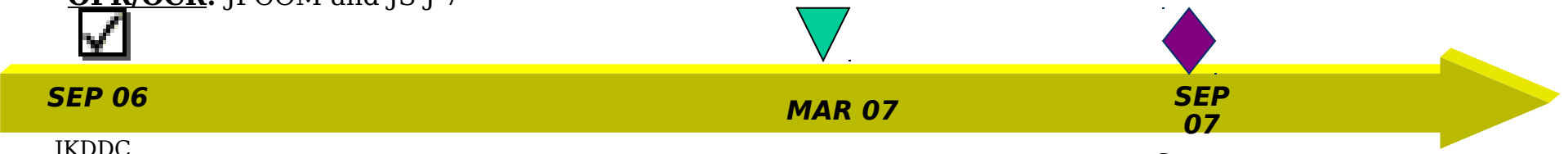
JSO courses available NLT _____ by Distance Learning.

JFCOM Interagency four day CS NLT _____

PME / JPME curricula changes -- recommended at MECC _____

-- incorporated NLT _____

OPR/OCR: JFCOM and JS J-7



Lack of Interagency Training

Issue 06-002: Personnel being assigned to USCENTCOM are not formally trained to accomplish doctrinal interagency coordination tasks. Without an integrated DOD wide interagency training program, personnel will continue to conduct ad hoc interagency coordination of doctrinal interagency tasks.

Discussion: The NMSP WOT requires personnel to plan, coordinate and implement interagency operations. Need to develop and implement interagency operations training to accomplish JMET "Coordinate and integrate military operations with regional interagency activities."

End state: An integrated DoD-wide interagency training program supports COCOM interagency coordination requirements. DOD provides COCOM's with senior leadership and staff officers who are trained to accomplish ST 8.5 - Coordinate and Integrate Regional Interagency Activities. Senior leadership and staff officers trained in the accomplishment of interagency coordination. Plan of action incorporates both content and throughput requirements for personnel.

POA&M: Review JKDDC courses available/required* (complete). Learning Continuum operationalized. Joint LMS supports.

OPR/OCR: JS J-7 and JFCOM / OSD (P&R) and TIM2

*Two courses currently have applicable content:
1. Joint Interagency Coordination Group (JIACG) course (14 hrs)
2. Regional Security Cooperation Network (RSCN) courses on the Interagency Process (20

Lack of Interagency PME

Issue 06-003: Personnel being assigned to USCENTCOM are not formally educated to accomplish doctrinal interagency coordination tasks**.** Without an integrated DOD wide interagency education program, personnel will continue to conduct ad hoc interagency coordination of doctrinal interagency tasks.

Discussion: The NMSP WOT requires personnel to plan, coordinate and implement interagency operations. Need to develop and implement interagency operations education to accomplish JMET "Coordinate and integrate military operations with regional interagency activities."

End state: An integrated DoD-wide interagency education program supports COCOM interagency coordination requirements. DOD provides COCOM's with senior leadership and staff officers who are educated and trained to accomplish ST 8.5 - Coordinate and Integrate Regional Interagency Activities. Interagency operations education included in Service and Joint schooling to provide Commands with senior leadership and staff officers educated in the accomplishment of interagency coordination. Plan of action incorporates both content and throughput requirements for personnel.

POA&M: COCOMs provide input to J7 JEDD for MECC.

OPR/OCR: JS J-7 and JFCOM / OSD (P&R) and TIM2

Update: The JCS J7 Joint Education and Doctrine Division reports this matter is already part of CJCS-directed JPME curriculum. CJCSI 1800.01C (OPMEP) contains learning areas and objectives for intermediate, senior, and general and flag officer joint PME which represents a consensus on the appropriate level of JPME on the topic. IAW the OPMEP, 13% of JPME I and 20% of JPME II discrete learning objectives are dedicated to interagency topics. JCS J7 JEDD continues to collaborate with the DoD TIM2 in developing a specific learning framework for all military grades and DoD civilian personnel levels which could be recommended to the Military Departments as augmentation to Service-specific PME. Attendance at JPME I is a 100% opportunity for Service personnel. Attendance at the appropriate intermediate- and senior-level JPME-I or II prior to arrival for joint duty is a pervasive personnel issue. The PME/JPME system is only one venue. Just-in-time training venue exists with the Interagency Transformation, Education and Analysis (ITEA) program and the Joint Forces Staff College. J-7 JEB will solicit Service and Comba

NOV 06	DEC 06	FEB 07	MAR 07	JUN 07	SEP 07	MAR 08
MECC	JSJ7 JSAP for inputs	Suspense for inputs	MECC Working Group	MECC		

TC AoA Alternative 5

Issue 06-004: Establishment of COCOM Organic Training and Exercise Capability based on Training Capability Analysis of Alternatives, Alternative 5. COCOMs lack the additional support to adequately meet its joint training requirements. Insufficient ability to train COCOM individuals / staffs and JTF and functional component HQ staff.

Discussion:

COCOMs identified requirement to source an organic training and exercise capability in order to: Conduct and manage COCOM specific training (Tailorable required and on-demand COCOM, SJFHQ, JTF and FCC HQ staff individual and collective training); Identify COCOM individual/collective training requirements; and Track and manage individual/staff joint training and readiness.

No additional support via TC AoA Alt 5 provided to the COCOMs to date. COCOM Council of Colonels (COC) unanimous on TC AoA Alt 5 to provide additional contracted support (2-3 individuals) to each COCOM, except JFCOM. JS J7 would fund and provide oversight of additional support to the COCOMs to meet its joint training requirements. COA was briefed subsequently at the JFCOM sponsored Two Star COCOM Training Conference (Feb 05) and there were no objections. COC unanimous again, COA briefed and approved by T2 SAG in Oct 05.

JKDDC products are not addressing the requirement. Centralized development of COCOM specific modules at JFCOM cannot adequately capture unique requirement. Long-identified need for a formal individual training program. JKDDC should address job-specific individual AO training as well as "joint education."

End state: COCOMs fully resourced (personnel and tools) to support individual and staff joint training requirements.

POA&M: JS J7 use TC AoA Alt 5 to support the COCOMs' requirements. Monitor through implementation.

OPR/OCR: JS J-7/OSD(P&R) and JFCOM (JFCOM provide plans for tools)

Program Sustainment Fundin

Issue 06-005: New programs are implemented without adequate funding added for sustainment. This causes decreased funding available for other programs and decreased availability of manning to perform the tasks required for the technologies.

Discussion: New capabilities, innovations, and technologies are emerging (Rel GBR/AUS, JNTC, JLLIS, DRRS). While these are welcome and useful, funding is only provided for their initial development and fielding for the technologies. COCOMs are left on their own to fund and man sustainment of these new mandated technologies.

End state: Drive-by fieldings eliminated, all new programs fielded only with identified and funded sustainment throughout their life cycle.

POA&M: JS J-7 drafting Sustainment Roadmap for JTIMS, JLLIS, Specialist, and UJTL Automation programs to include software spiral development, systems engineering, configuration management, training, and other sustainment elements. A draft copy will be available in Oct 06. OSD(P&R) is developing the roadmap for DRRS (draft available Oct 06). Request development and implementation of a sustainment roadmap for support of current and new technologies throughout their life cycle. COCOMs provide program details.

OPR/OCR: JS J-7/OSD(P&R)

Modified UJTL
(Former Joint Task Articles)

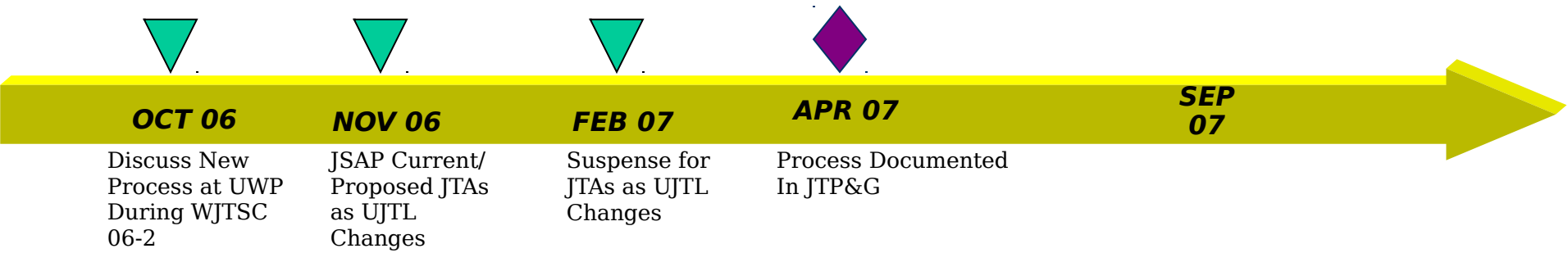
Issue 06-006: Joint Task Articles (JTA); deletion of JTA reference from draft Joint Training Policy and Guidance (JTP&G). Deletion from the JTP&G desynchronizes that document from the T2 IPLAN issued by OSD and causes confusion in the joint training community regarding the universal acceptance of JTAs in policy.

Discussion: Following direction removed from JTP&G: "Conduct Joint Task Article and Expanded Joint Task Article (JTA/EJTA) analysis" with the intent "to conduct qualitative analysis of the existing universal joint tasks to establish required conditions, critical elements, and measures with common sense "yes/no" criteria in order to conduct joint training…"

End state: UJTL incorporates appropriate language for execution.

POA&M: Staff current JTAs as proposed changes to UJTL. Document changes in appropriate directives and guidance.

OPR/OCR: JS J-7/JFCOM



Joint Training Trends and Assessment

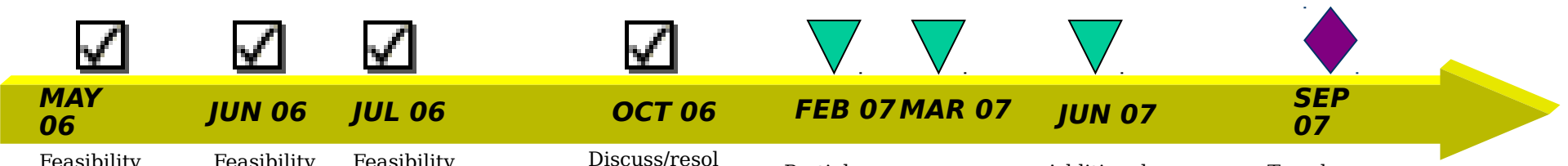
Issue 06-007: Consensus has not been achieved in the joint training community regarding how joint training trends and joint training assessment taskers will be achieved.

Discussion:. The JTP&G (CJCSI 3500.01C) states "USJFCOM is responsible for: Annually assessing the effectiveness of joint training, to include describing emerging training trends in the joint community. Brief the training trends at the September WJTSC-2 and report the results of the training assessment to the Chairman" and "Combatant Commands/CSAs will: Annually provide USJFCOM with their joint training trends by 30 June for integration into USJFCOM's annual training trends brief presented at the September WJTSC-2."

End state: Joint training trends are identified and briefed annually.

POA&M: JS J7 brief trends at WJTSC 07-1. Modify JTIMS to support trends analysis.

OPR/OCR: JS J-7


MAY 06
JUN 06
JUL 06
OCT 06
FEB 07
MAR 07
JUN 07
SEP 07
Feasibility Studies on the Use of DRRS & JTIMS to Develop Training Trends Completed
Feasibility Studies and Recommendations Forwarded to JS J7 for approval
Feasibility Studies forwarded to DRRS & JTIM PM's for action
Discuss/resolve way ahead at WJTSC 06-2
Partial new increment of capability in JTIMS Spiral 5. Initial trend brief at WJTSC 07-1
Additional Increment of Capability in JTIMS Spiral 6; new process in revised JTP&G
Trends briefed at WJTSC 07-2

Joint Training Requirements

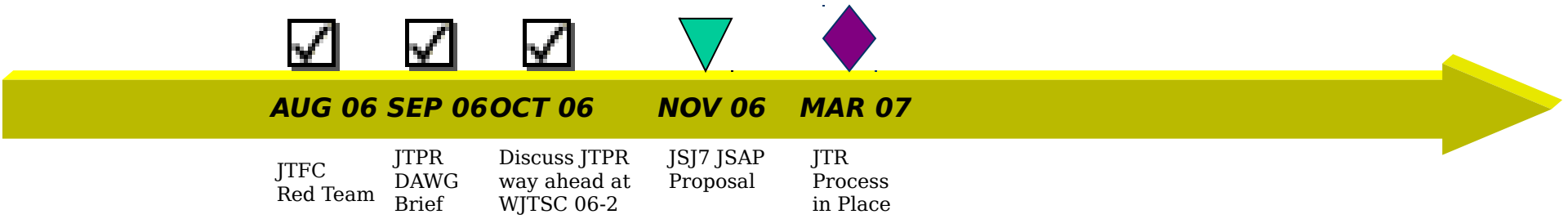
Issue 06-008: Joint Training Requirements Action Plan. Inefficient use of scarce resources. Excess overmatch.

Discussion: Multiple joint training requirements generation processes, TC AoA, JTRG, JQRR, JTRAT, COCOM IPLs, JNTC. Proposed action plan briefed to JT FCB Working Group 13 March 2006. The JTFCB is the JS J-7 designated organization to validate Joint Training Requirements. The JT Functional Concept Red Team met in Aug 06. The previously proposed JTRAP process is being integrated into the JTFCB/JTPR processes. The JTPR was briefed to and approved by the DAWG in Sep 06.

End state: All joint training requirements are validated and prioritized through a single process.

POA&M: Work in conjunction with CE2 Business Rules. The JTPR (see 06-011), JTFCB, and T2 forums (JIPT, SAG, ESG) will comprise the requirements determination/prioritization processes since requirements may be funded via the two different streams (JS and OSD T2). In addition, JS J-7 will work with JFCOM to incorporate (elements of) JTRAAG process, as appropriate.

OPR/OCR: JS J-7 JTD/OSD(P&R) and JFCOM



UJTL

Issue 06-009: UJTL 5.0 requires task clean-up. UJTL 6.0 requires alignment with JCAs, Baseline Conditions and Standards, and an automated staffing tool. JCAs may require development of new UJTL Taxonomy. May also impact Service development and maintenance.

Discussion: Currently within UJTL 5.0: (a) 51 duplicate level of war (LOW) tasks; (b) 19 with Multiple Tasks; (c) 78 with Multiple Verbs; (d) 26 that are Service Tasks (don't meet requirements to be a joint task) Reducing number of duplicate UJTL Tasks significantly reduces workload of mapping. Task SME/SML/ SMOs must be designated for electronic staffing to work.

End state: Change recommendation for UJTL clean-up submitted and implemented; UJTL 6.0 published with JCA taxonomy and lexicon integrated; and mapping methodology developed and implemented to map UJTL to JCAs.

POA&M: New process for staffing UJTL changes approved at WJTSC 06-2. Publish update to UJTL on JDEIS. Complete JCA mapping tool. Staff (JSAP) JCA mapping. Test and being spiral development of UTDT. Update JTP&G and JTM to reflect new processes.

OPR/OCR: JS J-7 JTD

JUN 06	AUG 06	OCT 06	NOV 06	DEC 06	APR 07
UJTL clean-up tasks submitted	UJTL mapping completed; UJTL 6.0 changes approved by DJS	UJTL 6.0 published; JCA mapping tool complete; UJTL mapping to JCAs staffed via JSAP	UTDT Staffing Tool Test	UTDT Staffing Tool Spiral 1	CJCSI/CJCSM updated to reflect new process(es)

Joint Lessons Learned Information System (JLLIS)

Issue 06-010: Joint community lacks a single automated support system to discover and apply joint lessons.

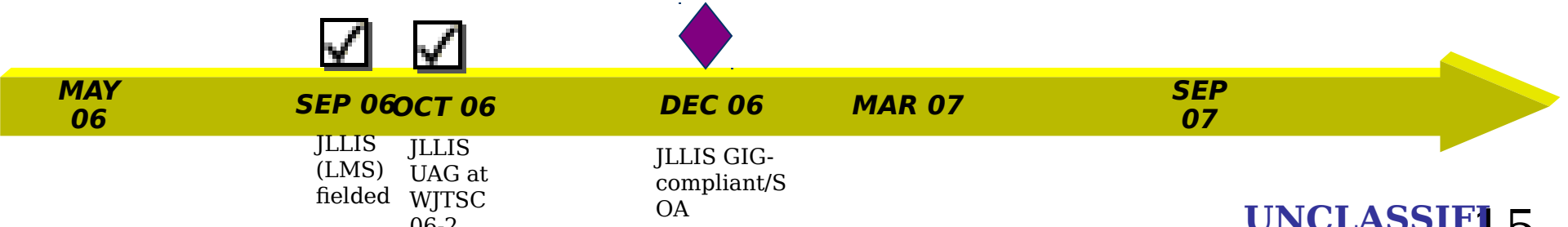
Discussion:

- DoD Lessons Learned Community lacks central repository; some DoD organizations without adequate input support tools.
- Methods to address these gaps:
  - Pilot program (Proof of Principle) within JFCOM's JCOA:
    - Utilizing existing COTS technology
    - Successfully integrated files of 6 organizations with document control and search capabilities
  - Research existing DoD input support tools:
    - Choices narrowed from 6 to 2 (Air Force Lessons Mgmt System (ALMS) and USMC Lessons Management System (LMS)
    - Community of practice provided capabilities briefs and live demos on 27 Mar 06

End state: Enterprise, web based, GIG compliant JLLIS provided at no cost to the customer base

POA&M: Field initial JLLIS capability using MCCLL LMS architecture for COCOMs and requesting CSAs. Deliver GIG-compliant, service-oriented architecture JLLIS. Begin spiral development.

OPR/OCR: JS J-7 JTD



Joint Training Program Review

Issue 06-011: Joint Training Program Requirements Prioritization. Unable to meet joint training program requirements and conduct fully integrated Joint and Combined training. Important exercises scaled down. Reduced exercise planning support. Training Objectives not met. Average cost for an event has increased nearly half a million dollars.

Discussion: COCOMs unable to fully resource all directed joint training requirements. QDR directs expansion of the T2 business model to consolidate joint training, prioritize new and emerging missions and exploit virtual and constructive technologies and program recommendations to realign and consolidate joint training and education programs and apply resulting efficiencies against new mission areas and existing joint training gaps and shortfalls.

End state: CTA and associated processes established

POA&M: Develop business rules. Prepare budget documents. Hold quarterly synchronization meetings to discuss requirements and resolve issues.

OPR/OCR: JS J-7 JTD/OSD(P&R) and JFCOM

IA Response / Simulation Capabil

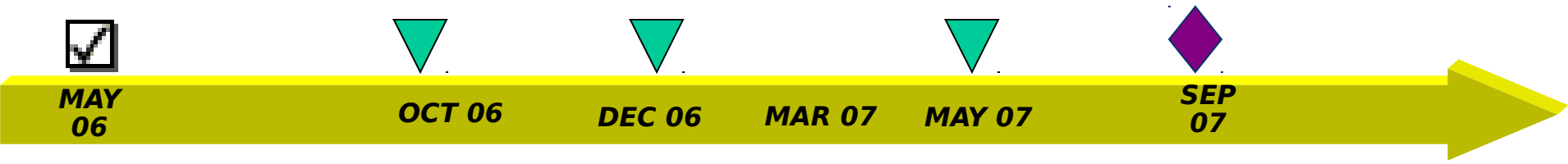
Issue 06-012: Lack of Interagency Response/Simulation Capability results in abbreviated exercises and unmet exercise objectives and hinders ability to deploy and fully exercise JTF and JFO.

Discussion: Limited Interagency (Federal, State and local) exercise participation adversely affects exercise design and ability to meet exercise objectives. When participating, Federal, State and local play is typically limited to 1-3 days. Quality and experience of interagency representatives does not always meet COCOM requirements. COCOM's desire senior level role players and senior mentors who can provide authoritative and realistic interagency experience to support DoD exercises.

End state: Develop and field Interagency Response/Simulation capability to support joint training and exercises that is complementary to the National Training and Exercise Center.

POA&M: Standardize and use Federal Response Simulation Cell, State Simulation Cell and/or Simulated JFO for exercises.

OPR/OCR: JFCOM/JS J-7


MAY 06
OCT 06
DEC 06
MAR 07
MAY 07
SEP 07
Initial Sim Cell Fielded for AS/PR National and JFO Level
CONOPS for Sim Cell Updated and products developed for next iteration
Next Iteration of Sim Cell Fielded for NLE 1-07 (PR/VS) National and JFO Level
Sim Cell for NLE 2-07 (PR/AS/NE/UC)

Insufficient ADL Resources

Issue 06-013: COCOM Staffs are not fully trained to meet their joint mission requirements. Immediate assistance is needed in obtaining sufficient web-based resources to meet COCOM joint mission training requirements

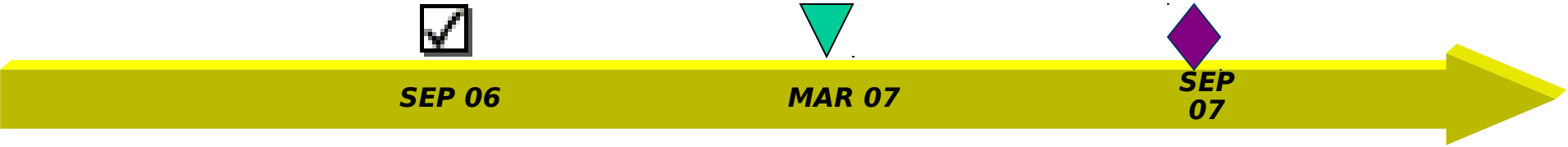
Discussion: "The e-learning content produced by JKDDC, to this point, has been conventional web-based instructional courseware. The Service knowledge portals have produced lots of content that are labeled as 'knowledge objects,' but the content is not yet systematically packaged to allow for reuse." Some COCOMs have Joint ADL programs that are largely unfunded.

End state: A timely, collaborative process that ensures JKDDC courseware development supports COCOM joint mission training requirements IAW established DOD quality standards (i.e. SCORM compliant).

POA&M: Recommend joint training shortfalls be identified as urgent readiness need. T2 funds for JKDDC be increased by $10M per year to address COCOM joint knowledge development and distribution requirements (JFCOM specify how this will occur). Move from Industrial age production of courseware to much more rapid techniques involving real world mission planning, analysis and rehearsal. Focus on rapid development of a common set of joint tools, standards and specifications to provide immediate support to joint war fighter needs.

STATUS: JKDDC Stakeholders/PAT process underway to determine FY07 requirements and to clear the "backlog" of FY03-06 requirements.

OPR/OCR: JFCOM/JS J-7



Joint Doctrine Development

Issue 06-014: Joint Doctrine Development System (JDDS) requires combatant command participation. Lack of a full time doctrine support billet/position leaves combatant commands unable to fully support the Joint Doctrine Development process.

Discussion: Joint doctrine development community identified the need to augment the combatant command and service staffs with personnel dedicated to coordinate and staff joint doctrine publications in order to discharge CJCS Title X responsibilities regarding doctrine. JS J7 proposed a joint doctrine support specialist program similar to the JTSS program. This proposal has been briefed to the Director, Joint Staff and the Chairman, who both support the proposal. No funding currently exists in FY08 budget for this program.

End state: Joint Doctrine Specialists funded and fielded to COCOMs.

POA&M: JS J7 JEDD determines appropriate funding source and implementation date.

Status: The program entails 13 full time contract support positions at a cost of 2.25 mil. Awaiting funding source.

OPR/OCR: JS J-7 JEDD

Interagency Integration Fundi

Issue 06-015: Interagency Integration Funding. If COCOMs are to be effective in improving and expanding participation by the interagency in their training and exercise programs, it is essential to provide funding assistance to these organizations similar to that which is provided to developing countries under DCCEP.

Discussion: DOD Directive 3000.05, DOD Support to Stability, Security, Transition and Reconstruction Operations requires COCOMs to "engage relevant U.S. Departments and Agencies, foreign governments and security forces, International Organizations, NGOs, and members of the private sector in stability operations planning, training, and exercises."

End state: Funding designated to support interagency participation in COCOM training/exercise venues.

POA&M: JS J-7 JEXD investigate potential solutions

OPR/OCR: JS J-7 JEXD

OPR: Please fill in milestone information using guidance in Backup Chart.

JLOTS

Issue 06-16: Joint Logistics Over-The-Shore (JLOTS) Exercises. Lack of RCC sponsorship for JLOTS exercises denies the RCC opportunity to exercise the force projection and sustainment capability of a JLOTS task force in their AOR, and limits the ability of JLOTS forces to plan and prepare for operations in a foreign environment

Discussion:

- JLOTS provides the capability to project forces ashore and sustain them indefinitely when adequate port facilities are damaged or not existent. JLOTS operations augment existing ports, supplement a degraded port, or create a port when one is not available
- Regional COCOM (RCC) sponsorship of JLOTS exercises improves knowledge of JLOTS planning and execution tasks among staffs, and provides opportunities to exercise JLOTS operating forces in an overseas environment
- When conducted ICW a RCC exercise, JLOTS provides unique opportunity to exercise units deployed to the exercise. Several new training objectives achieved at little to no additional cost in time or other resources to the RCC sponsor
- JLOTS 07, USSOUTHCOM (Guatemala); JLOTS 08, USTRANSCOM (CONUS); JLOTS 09, USNORTHCOM (CONUS or Alaska). USTRANSCOM seeks sponsorship of JLOTS exercises for FY10 - FY12

Endstate: JLOTS sponsored through FY12

OPR: Please fill in milestone information using guidance in Backup Chart.

Inadequate Resourcing for JFHQ Readiness

Issue 06-017: USEUCOM is not resourced to sustain JFHQ Readiness (SJFHQ and JTF capable headquarters) – post certification. The command was able to certify C6F as a JTF capable headquarters and we have a two year projection for certifying two other designated JTF capable headquarters, but the command has no program element (PE) to sustain performance levels attained during the certification process. Commander, USEUCOM is forced to accept heightened risk that, at any point in time, significant elements of his assigned / habitually apportioned forces will not be adequately trained, organized and equipped to prevail in an integrated operations environment.

Discussion: The USEUCOM JTP continues to 'ride on the back' of service component incremental funding; with all the attendant constraints. SJFHQ certification and sustainment training is totally dependant on piggy-back arrangements with service component certification events. As a result, the USEUCOM JTP for US Forces readiness has collapsed to two, JWFC supported events per year. Service component incremental funding is decreasing as a follow on to force transformation. Forces readiness risk management (certification – sustainment training) requirements are increasing. USEUCOM has no resource stream to execute an adequate joint forces readiness training program as part of the overall command readiness risk management program.

Endstate: Establish a fund stream adequate to conduct certification and sustainment training.

POA&M: EUCOM establish CONOPS for SJFHQ training. Pending USJFCOM-led JC2/JTF-HQ Training and Certification process. Incorporate requirements into CE2 and JEP processes.

OPR/OCR: J[illegible] / USJFCOM

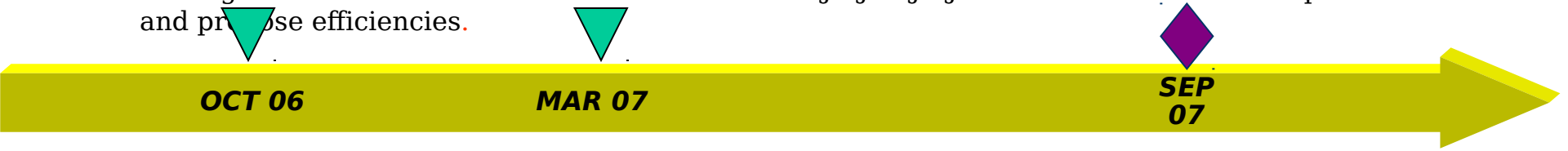
Proliferation of Management Venues

Issue 06-018 : USEUCOM is not able to effectively participate in the Joint Training Program transformation. USEUCOM is not staffed for full participation within the current T2 management construct. OSD accepts heightened risk that issues directly affecting the USEUCOM joint forces readiness training program are inadequately resourced or otherwise addressed.

Discussion: The number of venues (working groups, process action teams, etc.) effecting management of Training Transformation continue to proliferate (TIM2, JNTC, JCIDS, etc). The USEUCOM staff size remains constant. Many meetings are help on short notice on the U.S. east coast, without consideration for use of collaborative technology. This effectively precludes USEUCOM staff participation.

Endstate: Management venues consolidated and streamlined.

POA&M: Streamline T2 management; increase the use of collaborative technology to enable broader COCOM participation. Combine working group, process action team, integrated product team meetings using collaborative technology to maximize action officer time. Increase manning (funding) in order to assign COCOM subject matter experts against specific T2 tasks without over-tasking staffs. COCOMs recommend efficiencies to JS J7. JS J7 consolidate schedule requirements and propose efficiencies.



OPR: Please fill in milestone information using guidance in Backup Chart.

SOF Resourcing

Issue 06-019: **TSOC/CT Training Funding.** USSOCOM is not able to fund TSOC and CT training

- USEUCOM not resourced to sustain SOF readiness training program. USSOCOM no longer funds SOCEUR training. USEUCOM Service executive agent (Army) does not fund SOF training. No program element (PE) to sustain SOF training in support of OEF-TS.
- Funding for SOF CT exercises a continuous challenge for USPACOM. Historically supported via unfunded requests (UFR).

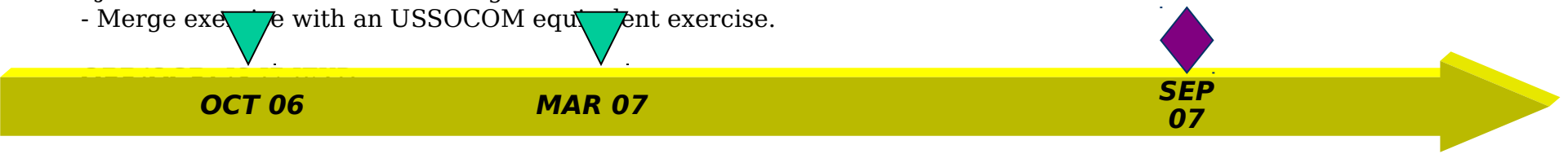
Discussion:

- SOF readiness is critical to USEUCOM success in the war on terror (OEF-TS). However, USEUCOM has no resources allocated for SOF readiness training in theater.
- USPACOM CT exercise normally conducted in last month of FY; often subject to end of year funding shortfalls. Exercise has been subject to funding decrements. USPACOM has had to divert funds.
- Commander, USEUCOM is forced to accept heightened risk that, at any point in time, significant elements of his assigned / habitually apportioned SOF forces will not be adequately trained, organized and equipped to prevail in an integrated operations environment.
- A lack of sufficient (reliable) funding can reduce airlift/sealift participation or cause asset cancellations, complicate ability to "lock" in exercise participants when funding support is questionable and subject to decrements, complicate ability to develop more relevant and viable exercise play, cause exercise cancellation.

Endstate: SOF exercises are resourced

POA&M:

- Establish a fund stream adequate to conduct certification and sustainment training.
- JS/USSOCOM detail their long term plan for funding support to SOF (SOF CT) exercises.
- JS/USSOCOM streamline funding for USPACOM SOF exercises. Vs via DON.
- Merge exercise with an USSOCOM equivalent exercise.



OPR: Please fill in milestone information using guidance in Backup Chart.

Exercise and Joint Training Synchronization

Issue 06-020: The existing USG exercise programs do not adequately synchronize all CONUS and OCONUS exercises conducted across USG agencies and fail to effectively, efficiently and realistically exercise National Crisis Response readiness. DOD AD forces conduct exercises with civil authorities in the NORTHCOM AOR without the knowledge of NORTHCOM. Scope of national exercises is limited by resources

Discussion:

- Incorrect procedures can be reinforced, leading to actual responses without proper authorization, appropriate DOD funding and NRP consistency
- Lack of synchronization contributes to lack of stability and predictability
- Scheduling and exercise design issues still pose challenges to an effective NEP
- Benefit to the synchronization of exercises "downward" between the services, their major commands and COCOMs
- Effective exercise planning requires a reliable 2-5 year schedule for resources
- USNORTHCOM component commands do not have visibility of all exercises with civil authorities
- All USG departments and agencies do not have adequate visibility over all pertinent exercises conducted in their AOR

Endstate:

- HSC/NSC designate certain exercises as NLEs, approve goals and objectives and provide top level guidance
- Use WJTSC and NEXS conferences as venues to coordinate 5 year schedule
- Establish a coordinated schedule for NLE planned out 5 years with solid dates 2 years out using a building block approach
- Exercise scope tailored to priority objectives
- Development of a standard JELC for NLE events to ensure greater synchronization in the planning process

-MAJCOMs report DSCA or international operations exercises in the USNORTHCOM AOR to their respective USNORTHCOM Service Component Command for consolidation and review during the USNORTHCOM Exercise Scheduling Conference each year.

POA&M:

- Distribute approved NSC/HSC NEP guidance
- Coordinate the Implementation Guidance
- Codify doctrine for linking exercises

OPR/OCR: JS J7/EXD

OPR: Please fill in milestone information using guidance in Backup Chart.

Immersive Learning Environment System (ILES)

Issue 06-021: Requirement for Large Scale Use of Online and On Demand Individual and Group Training, Mission Planning and Rehearsal Capabilities. Currently, ILES deployed only to NORAD-NORTHCOM, creating a gap in individual and multi-player exercise capabilities with DoD, Interagency (IA) and Multinational Force (MNF) partners.

Discussion:
Need a training objective-based Exercise framework for the complete training life cycle from initial establishment of training objectives to final After Action Reviews, while capturing Lessons Learned throughout the process. Lack of common tool limits opportunities to train with DoD, IA and MNF partners. Exercise participants are not fully prepared prior to exercises and there exists a large variation in baseline knowledge and skills at exercise start

Endstate: Appropriate tools to provide on-demand individual and group training

POA&M: Collaborative technical evaluation of potential solutions by all stakeholders

OPR/OCR: JFCOM / JS J7 & NORTHCOM

OPR: Please fill in milestone information using guidance in Backup Chart.

Training and Readiness Database Integration

Issue 06-022: Defense Readiness Reporting System (DRRS), Lessons Management System (LMS) and Joint Training Information Management System (JTIMS) are not currently linked. Independently developed automated support tools need management and oversight to ensure they are complementary and will collectively meet DoD requirements.

Discussion:

- DRRS 2.9 fed JMETL to JTIMS, which eliminated the need to load JMETLs in both DRRS and JTIMS; link lost with DRRS 3.0
- The LMS in development and expected to be implemented in mid-07 is currently not part of DRRS or JTIMS integration
- Without the link to current unit/agency JMETLs in DRRS, training management is at risk of being inaccurate
- The requirement to link LMS to specific unit and agency JMETs is imperative and will provide a more holistic view of readiness, training, and lessons learned.
- Automated support tools (JTIMS, JDRAT,...) are JMETL/AMETL based, yet current configurations use different task terminology and methodologies for addressing UJTL deviations.
- JS J7 developing an effective approach to include automated procedures for UJTL updates. Policy needed on information and intelligence data sharing across military and civilian organizations (TIM2 community).

Endstate: Automated support tools that are independently developed to meet specific requirements will have coordinated management and oversight to ensure these tools will collectively meet the T2 objectives and training / readiness requirements. Tools will be designed to support releasability to coalition partners. Configuration Management Boards implemented; COCOMs and Defense Integration Office prioritize modifications and improvements. Integration Plan published

POA&M: Monitor integration.

OPR/OCR: JS J7 JTD/OSD(R)

OPR: Please fill in milestone information using guidance in Backup Chart.

LMS Employment

Issue 06-023: The use of multiple LMS inhibits the ability to integrate training and personnel records and adds unnecessary complexity to integration with JTS and DRRS. Employ Joint Knowledge Development And Distribution Capability (JKDDC) Learning Management System (LMS) for COCOMS; maximizing JKDDC assets to enhance COCOM staff training.

Discussion: No Joint Standard(s) exists for the identification of requirements dealing with data needed for a consistent, interoperable tracking of learner profiles, competencies or training records. It will take time to develop the solution to this Joint problem needed for a coherent Global Knowledge Distribution environment. Currently, multiple LMS are being used across the Joint Community. Each of these LMS have different requirements dealing with learner profiles, competency tracking and training record management.

JKDDC currently developing a Learning Management System and soliciting COCOM inputs for its capabilities. This offers a unique opportunity to rapidly improved COCOM staff training. Implementation must consider:

1) COCOM inputs to LMS data base and functions.
2) Percentage of COCOM-specific learning modules to be hosted on LMS.
3) COCOMs' permissions to manipulate LMS.
4) JKDDC responsiveness to change inputs

Endstate: Universal Joint LMS in use; potential savings in terms of course development; standardization across COCOMs

POA&M: Make JKDDC funds available to support a single use of Universal Joint LMS. Fund a multi-COCOM LMS. Develop standards to address ontology, taxonomy, metadata, personnel tracking, security methods, interoperable learner profiles, and competency and training records for Joint community.

OPR/OCR: JFCOM

OPR: Please fill in milestone information using guidance in Backup Chart.

Integration of USSTRATCOM Missions into Regional AORs

Issue 06-024: The global scope and supporting nature of USSTRATCOM missions requires USSTRATCOM activity in regional AORs. Coordinating exercises with geographic COCOMs is problematic.

Discussion:

- Shared benefit from linking exercises.
  - Supported / Supporting roles IAW PLANs / UCP.
  - Staffs build relationships, conduct realistic rehearsal with actual counterparts.
  - Must be beneficial for both commands.
- GCCs hesitant to allow certain USSTRATCOM missions.
- Real-world issue that manifests itself in exercise planning.

Endstate:

- More linkage between COCOM exercises.
- GCCs recognize value of USSTRATCOM exercising all its missions during in linked exercises.

POA&M:

- Take full advantage of NEP to integrate mission areas
  - Continue to use the 3 annual exercise conferences to matrix mission areas into the DOD exercises and NLEs under the NEP to ensure regional coverage as well as mission area coverage
- Support the development of a standard exercise hierarchy and consistent JELC

OPR/OCR: JS J7 JEXD/USSTRATCOM

OPR: Please fill in milestone information using guidance in Backup Chart.

Joint Event Life Cycle

Issue 06-025: JELC Revision. Although an effective methodology, current JELC is extremely resource intensive (e.g. people, travel $, time).

Discussion:

- JELC provides framework for design, planning, preparation, execution, analysis of Chairman's Exercise Program
- Originally developed in 1995 with only minor changes over the years
- Notionally 12-18 months but has inherent flexibility; 6-9 months JELCs are not uncommon
- JELC conferences typically held at supported command's location
- Collaborative communication technologies have improved in both capability and reliability
- Combination of collaborative information environment and face-to-face conferences may reduce resource intensity while maintaining effective product oriented JELC process

Endstate: More efficient and effective JELC.

POA&M: JWFC chair a Working Group comprised of all interested stakeholders that will:

- Explore the efficiencies that may be realized in current JELC through the combination of CIE technologies and traditional JELC conferences

- Identify potential modifications (additions and/or deletions) to current JELC products and process in Joint Training Manual

- Report back to WJTSC in Mar 07 with recommendations

OPR/OCR: JFCOM/J7 JTD & JEXD

OPR: Please fill in milestone information using guidance in Backup Chart.

Joint Training Coordination

Issue 06-026: Entry of Accredited Programs into the Joint Exercise Program (JEP). JNTC has helped identify Service and Service component shortfalls in obtaining participation by other services. Every Service/Service Component has identified other service participation as key to training to critical commended joint task training.

Discussion:

- Commander, JFCOM has provided guidance during development of JFCOM Joint Training Plan FY 07-10 that service components will provide an assessment of ability to coordinate/synchronize their training with other USJFCOM Service Components in order to increase service interoperability and "jointness".
- Commander USJFCOM directed that J7/CG JWFC develop process to facilitate this coordination.
- Emphasis for joint training will be on distributing the training using Live, Virtual and Constructive technologies where possible, optimizing JNTC, and reducing costs whenever feasible.
- Interoperability training is constrained by: lack of coordination; inadequate planning; conflicting schedules, inadequate funding.

Endstate:

- Conduct more effective Joint and Interoperability Training in FY 08
- Coordination of service organizations with complementary joint training objectives
- Development of long term relationships for more persistent approach to joint training
- Use of JNTC JTEN Connectivity to develop training opportunities between HQ staffs and critical C2 nodes

POA&M:

- Develop CONOPS for Joint Training Coordination of CONUS based forces
- Develop plan to integrate Service Component training to meet their joint training requirements
- Publish the plan in USJFCOM Joint Training Plan for FY 08-10
- Compete in JEP and (potentially) CE2

OPR/OCR JFCOM/JS J7 JEXD

OPR: Please fill in milestone information using guidance in Backup Chart.

CTP Management

Issue 06-027: CJCSI 3511.01, CJCS Exercise Program Funding. Timely quarterly allocation of CTP funds are not being made by the Joint Staff.

Discussion:

- Units forced to use their own funds and then go through the reimbursement process. Army has not programmed for CTP.
- It often takes 2-3 months to get bills from the travel office to start the reimbursement process.
- Meantime, the Joint Staff Comptroller is requesting funds be returned for not being obligated in a timely manner.
- MIPR restricting use of CTP funds to a specific exercise, limits flexibility.

Endstate: Comply with established policy and issue CTP funds to the Services on a quarterly basis. Units can then obligate CTP funds when initially purchasing the tickets.

POA&M: JS J7 propose process

OPR/OCR: JS J7 JEXD

OPR: Please fill in milestone information using guidance in Backup Chart.

Interagency Senior Mentors

Issue 06-028: Organization of senior Interagency and NGO mentors to participate in Joint Exercises. Senior mentors may require "rebluing." Participation of (active service) Interagency representatives unable to meet all DoD requirements.

Discussion: Retired Interagency and NGO personnel and university experts represent a potentially untapped source of Interagency expertise as senior mentors for planners and senior leader development and execution of Joint Training and Exercises.

Endstate: Interagency and NGO experts participation in joint exercises.

POA&M: JS J7 obtain feedback from COCOMs on what is required.

OPR/OCR: JS J7 JTD/JFCOM & OSD (P) TIM2

OPR: Please fill in milestone information using guidance in Backup Chart.

DoD, DHS, and DNI Interface

Issue 06-29: Evolving relationship between DoD and DHS and DNI requires definition of formal interfaces for coordinating training and exercises

Discussion: The formal process for coordination between DoD, DHS, and DNI for joint exercises and training is not well defined.

Desired Endstate: Improved understanding of coordination between DoD and DHS and DNI

POA&M: Provide information paper/briefing chart(s)

OPR/OCR: JS J-7 JEXD / OSD/HD, OSD(I), DNI

OPR: Please fill in milestone information using guidance in Backup Chart.

Integrated Operations Exercises and Experimentation

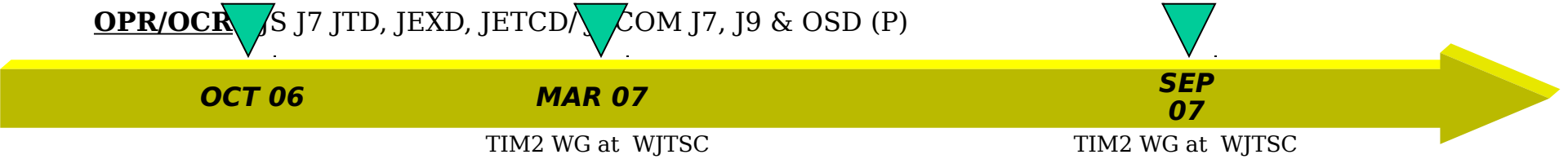
Issue 06-030: Successful integrated operations require training, including exercises and experimentation, with robust participation from a broad range of potential partners (DHS, DOS, DEA, Treasury, other nations, NGOs, etc.). USG readiness is degraded if we cannot train each other as we will operate with, and encounter each other in the field.

Discussion: Participation by non-DoD organizations is crucial to providing realistic training when we "Train as we Operate." Recent exercises and experiments indicate minimal to no participation by our interagency and intergovernmental partners. This is due to a) manpower b) funding and c) non-inclusiveness in the DoD planning cycle. On the other hand, DoD does not fully participate in non-DoD centric exercises with interagency/ intergovernmental partners. Training objectives and endstates must be mutually embedded in our processes from the beginning. Broad participation is necessary for a whole of government approach to conducting successful operations.

Endstate: Participation by the full range of USG capabilities in training, exercises, and experimentation including national live, virtual, constructive simulation capability that allows full representation of organizations' equities and capabilities. Processes are mutually embedded from the beginning. Products may include a DoD Multinational Training and Engagement Strategy and a Center of Excellence for Integrated Operations.

POA&M: TIM2 Task Force determine required evolution of DoD capabilities to support full range of integrated operations, from strategic to operational, domestic and international, for training, exercises and experiments.

OPR/OCR JS J7 JTD, JEXD, JETCD/ COM J7, J9 & OSD (P)



TIM2 WG at WJTSC 07-1. Identify requirements, challenges/issues, and potential solutions

TIM2 WG at WJTSC 07-2. Develop POA&M, assess achievements and new developments.

Integrated Operations UJTL Tasks

Issue 06-031: The evolution of a comprehensive approach to the integration of operations has exceeded the capacity of the current UJTL to capture and link required tasks. Commands' and Agencies' readiness will be degraded if they cannot include appropriate tasks in J/AMETs, JTS, DRRS, and thus training.

Discussion: The UJTL has expanded and incorporated new tasks under an established taxonomy around a war fighting construct which does not reflect current operations or policy in full. The recognition that America's security and defense challenges require integrated preparation and response is poorly captured, measured by inappropriate metrics, misses some required tasks, and leads to training disconnects. It might be time for a new section, Integrated Operations, which would include some new tasks, some tasks shifted from other sections, and considerable linking across sections.

Endstate: A UJTL construct which focuses adequate attention on integrated actions across all levels of operations .

POA&M: Identify required DoD specific capabilities and mission essential tasks that support integrated operations in UJTL. Recommend appropriate changes IAW established process. Determine feasibility/appropriateness of linking COCOM JMETLs to federal dept/agency mission areas, objectives, and functions (as was accomplished for NORTHCOM and DHS).

OPR/OCR: JS J7 JTD / JFCOM & OSD (P)

UJTL Integrates Ops task activities and revised UJTL development process briefed at TIM2 ESG. (On hold for OSD-P reorg)

Mission Training Requirements

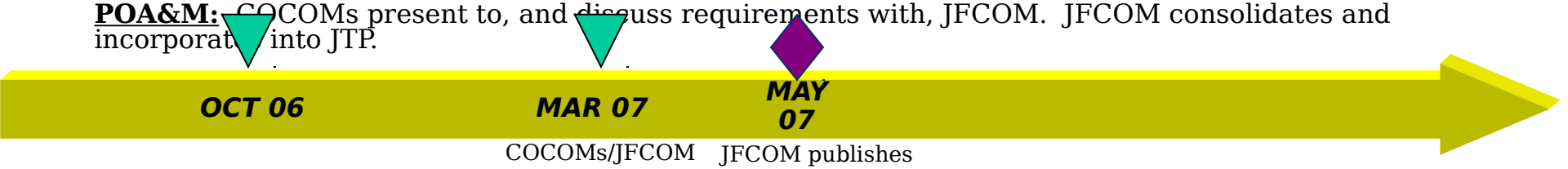
Issue 06-032: JFCOM JTP Mission Training Requirements may not accurately reflect regional COCOM's true needs for the training of JFCOM forces. Need baseline JMETL standards for COCOMs & Service Component Commands.

Discussion: Reliance on JMETLs alone is unsatisfactory in that they do not provide the level of fidelity needed to accurately convey training requirements to subordinate forces (e.g. what aspect of the task do we want to focus on during time constrained training events). COCOM JMETLs focused on ST/SN levels of war; JFCOM training focused on OP/TA levels of war. CJCSI 3500.01C, JTP&G, requirements for Master JMETL need to be modified. COCOMs & Service Components are required to follow the processes of the JTS, CRS, & DRRS. Each process has a reporting requirement, i.e. training/readiness assessments, JQRR, & ESORTS. JMETL is the common reporting theme. Among commands should exist commonality in standards in terms of DOTMLPF. COCOMs & Service Components are developing or have developed standards for their JMETs. These standards are radically different among commands. Propose Joint Staff identify the commonality, among commands, in standards in terms of DOTMLPF & create baseline JMET standards to report against.

Endstate:

- Top Down Process-COCOM input to JFCOM JTP
- Focus on specific, critical, joint training gaps and seams for assigned forces
- Prioritized by COCOMS and approved by Joint Staff
- Agreement on the format for submission of commended training requirements to JFCOM.
- Agreement on the level of fidelity/composition of commended training requirements.

POA&M: COCOMs present to, and discuss requirements with, JFCOM. JFCOM consolidates and incorporates into JTP.



BACKUP

Issue Management Guidance (How to Display POA&M)

Issue 06-xxx: Identifies year generated and number of issue (Does not change). Describes joint training capability / requirement that is adversely affected and requires resolution.

Discussion: Describes the issue / problem in sufficient detail to develop potential solutions (Does not change)

Endstate: The desired solution to sustain / increase joint training capability / readiness (May change based on development of POA&M)

POA&M: Description of the possible steps to solve an issue / problem. POA&M will be visually displayed on a timeline at the bottom of the slide using the following symbology (To be refined and developed by OPR / OC

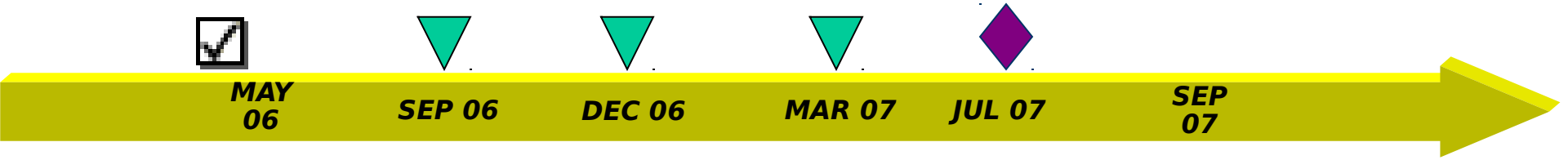
OPR/OCR: Identified office responsible to coordinate and implement a solution (Does not change)

EXAMPLE:

Action milestone — Used to depict and track major actions that must occur to resolve an issue / problem.

Action complete — Used to depict actions on the timeline that have been completed.

End state achieved



Funding proposal drafted

Funding proposal staffed

Funding proposal approved

Funding identified

Funding provided to COCOMs